**Why Does Culture Change Fail?**

**Background**

In (DATE?) the Pioneer Network surveyed 309 nursing homes, identified by experts as significant "culture change adopters," to determine the "what, how and why" of successful culture change efforts. Approximately 50 nursing homes were dropped from the sample because after further examination, they were no longer doing culture change.

**Research Question/Purpose**

This proposal is to extensively identify characteristics of the homes that dropped and to examine why culture change efforts were abandoned in these homes. The results will create a starting point for improved understanding about sustainability, which we currently know very little about.

**Sample and Methods**

Approximately 20 of the 50 nursing homes that abandoned culture change efforts (2008? What was date?) and a matched group of 20 homes (5? of which will be GREENHOUSE) that sustained their culture change, will be invited to participate in phone interviews with key project staff. Letters will be sent to the Directors of Nursing and Administrators at each facility. Follow up phone calls will be made to facilities, asking them to opt in to the research, if they have not contacted the project staff by phone or email.

Respondents will be asked to identify key personnel currently employed who were also present during the effort to adopt a culture change project. Those key personnel may include:

* Admin
* DoN
* CEO, if applicable
* Board members, if applicable
* Charge nurse/s

If no key employees are currently employed at the facility, the home be dropped from the sample.

Data collection will commence by gathering key organizational demographics pre, during and post culture change efforts, including (Need input on this, sources):

* + Ownership
  + Payer mix
  + MDS outcomes
  + Survey results/star rating
  + DoN and Administrator tenure
  + Nurse:Resident staffing ratios
  + CNA:Resident staffing ratios

Individual phone interviews using semi-structured interview guides will last approximately one hour each with key facility personnel. Initial interviews will begin with broad questions asking participants to detail the culture change journey from their perspective. Follow up probes will explore topics raised by participant s. In addition, if not already discussed in the interview, participants will be asked to respond to the following questions:

* What prompted your facility to undergo culture change?
* Who introduced the culture change concepts/ideas and how was it introduced?
* How were decisions made about what to do?
* What was the process used to start the changes? Examples of things tried and follow them from start to finish?
* What were the resources available?
* What worked and what did not? Why do you think the program did not continue? Follow up with probes based on established research of why culture change fails, such as:
* Staff stress about workload/burnout
* Staff could not see value/"what we do works…why change?"
* Concern about impact on survey process/citations
* Staff instability
* support from residents and/or family
* financial incentives/changes in how oversight incentives were managed
* Financial obligations: education, physical/renovations, nursing dept/dietary/therapies/activities staffing increases
* initial time to focus on change
* planning
* leadership time to sustain
* leadership thought on building into systems
* interest from staff
* guidance/partners
* support from board/corporate
* support from (other) senior leadership
* champion/person clearly responsible for implementation efforts
* Human resources policies
* Size of facility

Interviews will be transcribed into N-Vivo to assist with analysis. Analysis will focus on distinguishing between homes that are able to sustain culture change and those that are not in terms of: characteristics of homes, implementation processes used (including leadership), resources available and other issues identified by participants. fully explaining why culture change efforts fail in nursing homes… Following analysis of interviews from the first two organizations, data collection methods and interview guides will be modified to better fit the direction of the significant issues identified.

**Timeline**

This project will help inform further research on Green House homes and other culture change efforts. The proposed larger Robert Wood Johnson Green House research project (P. Kemper, Director) will use results of this effort to (need to discuss), therefore a condensed timeline and early report are suggested.

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| --- | --- | --- | --- | --- | --- | --- |
| **2011** | **January** | **February** | **March** | **April** | **May** | **June** |
| Invitations sent to participants | X |  |  |  |  |  |
| Participants respond/sample narrowed |  | X |  |  |  |  |
| Phone interviews |  | X | X | X |  |  |
| Analysis |  | X | X | X | X | X |
| Reporting |  |  |  |  |  | X |

**Approximate Budget Request**

$80,000 for six months

**Primary References**

Miller, S. C., Miller, E. A., Jung, H. Y., Sterns, S., Clark, M., & Mor, V. (2010). Nursing home organizational change: The “Culture Change” movement as viewed by long-term care specialists Medical Care Research and Review  67(4 supplement), 65S-81S.

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Doty, M. M., Koren, M. J., & Sturla, E. L. (2008). *Culture change in nursing homes: How far*

*have we come?* (Findings from the Commonweath Fund 2007 National Survey of Nursing

Hom*es*). New York, NY: Commonwealth Fund.